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Health Services

LOS ANGELES COUNTY

January 4, 2016

Los Angeles County Board of Supervisors

Hilda L. Solis
First District

Mark Ridley-Thomas
Second District

Sheila Kuehl
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: Chair Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Mitchell H. Katz, M.D.
Director

SUBJECT: **MLK COMMUNITY HOSPITAL QUARTERLY
DASHBOARD (ITEM 41-A July 7, 2015 AGENDA)**

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Deputy Director, Strategy and Operations

313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

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On July 7, 2015, the Board instructed the Department of Health Services (DHS) to work with the leadership of the Martin Luther King, Jr. Community Hospital (MLK CH) to develop and report back to the Board, in writing, on a quarterly basis, a dashboard that assesses the new hospital's patient workload, including emergency room volume, diversion rates, cycle times, and boarding times (the time from when a physician writes the order to admit the patient until the patient is placed in an inpatient bed); emergency room diagnoses, including extent to which patients present with primary mental health and primary substance abuse problems; emergency room disposition, including the disposition to a mental health urgent care center, a psychiatric emergency room or trauma center; residence of patients by ZIP code; insurance status of patients at the time of entrance into the Emergency Department or admission to the hospital; and hospital occupancy rates and average lengths of stay.

This is the first quarterly report back dashboard developed together by DHS and the MLK CH. It draws from information obtained from both the MLK CH and MLK Outpatient Center. The dashboard continues to guide the collaborative efforts between the hospital and the outpatient center. We look forward to updating the dashboard quarterly and evolving its content over time so that it is a valuable tool for collaborative planning between MLK CH and MLK Outpatient Center.

Also, on November 12, 2013 (Item 45-A), your Board directed the Chief Executive Officer, in coordination with the Director of Health Services, to submit quarterly written status progress reports to the Board that described the status of efforts to open the new Martin Luther King, Jr. CH, with the first report to be issued by November 12, 2013. Since the MLK CH is now opened, this is to inform you that this report will now be sunset and subsequent updates on the progress of the work at MLK CH will be provided through the quarterly Dashboard provided herein.

At the December 16, 2014 Board Meeting (Agenda Item 52-B), your Board instructed the Director of Department of Health Services to report back to the

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Each Supervisor
January 4, 2016
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Board on a quarterly basis on the activities and expenditures related to the delegated authority in order to facilitate a timely opening of the new MLK CH. The MLK CH is now open and this is to inform you that this report will now be sunset and subsequent updates will be provided via the quarterly Dashboard provided herein.

If you have any questions, you may contact me or Dr. Mark Ghaly, Deputy Director of Community Health at (213) 240-8101.

Attachment

MHK:mg

c: Chief Executive Office
County Counsel
Executive Office Board of Supervisors

MLKCH Quarterly Dashboard

Patient Demographics		Jul-2015	Aug-15	Sep-15
Zip Codes	90001	3.34%	3.41%	3.81%
	90002	8.69%	9.85%	10.44%
	90003	6.50%	6.10%	6.24%
	90044	6.56%	7.25%	6.40%
	90059	15.98%	16.11%	19.02%
	90061	3.65%	4.82%	5.86%
	90220	6.80%	5.02%	5.15%
	90221	4.62%	3.71%	3.79%
	90222	7.78%	8.86%	8.88%
	90262	2.86%	3.15%	2.94%
	Total	66.78%	68.28%	72.53%
Insurance	Commercial	2.90%	3.15%	2.69%
	M-CAL MGD	23.54%	26.33%	28.06%
	MCE FFS VERIFIED	0.25%	0.09%	0.13%
	MCE MGD	0.41%	0.47%	0.39%
	Medi-Cal Pending	2.64%	2.53%	2.80%
	MediCal FFS	35.54%	28.58%	26.50%
	Medicaid	0.97%	2.06%	3.60%
	Medicare	3.46%	4.47%	5.57%
	Medicare MGD	0.61%	0.91%	1.58%
	Other	1.17%	0.41%	0.23%
	Pending Indigent	28.37%	30.67%	28.34%
	Self	0.15%	0.28%	0.03%

ED Metrics		Jul-2015	Aug-2015	Sep-2015
Operations	ED Visits	1,678	3,060	3,741
	ED Length of Stay: Median Time from ED Arrival to ED Discharge (Discharged Patients)	157	176	189
	ED Length of Stay: Median Time from ED Arrival to ED Departure (Admitted Patients)	385	348	392
	ED Boarding Time: Median Time from Admit Decision to ED Departure (Admitted Patients)	100	89	95
Disposition	Discharge to Home	1,383	2,519	2,981
	Place in Observation	12	41	39
	Admit to Inpatient	166	277	331

MLKCH Quarterly Dashboard

Disposition	Transfer to Psychiatric Facility	11	26	49
	Transfer to Other Facility	34	70	101
	Transfer to SNF	0	1	0
Top 5 Discharge Diagnosis	ACUTE UPPER RESPIRATORY INFECTIONS OF UNSPECIFIED SITE			1.45%
	ABDOMINAL PAIN	4.99%	5.54%	4.91%
	HEADACHE	1.75%	2.27%	2.23%
	UNSPECIFIED CHEST PAIN	1.85%	2.14%	2.12%
	UNSPECIFIED ESSENTIAL HYPERTENSION	1.35%		
	URINARY TRACT INFECTION, SITE NOT SPECIFIED	2.35%	2.37%	2.42%
	VOMITING ALONE		1.37%	
	Total	12.29%	13.69%	13.13%

Hospital Metrics		Jul-2015	Aug-2015	Sep-2015
Utilization	Average Patient Census per Day	15	24	44
	Average Length of Stay (Day)	2.05	2.45	2.52
Top 5 Discharge Diagnosis	ANEMIA, UNSPECIFIED	2.47%		
	DIABETES MELLITUS TYPE II	4.01%	2.30%	3.06%
	PREGNANT STATE, INCIDENTAL	2.93%	3.10%	2.36%
	UNSPECIFIED CHEST PAIN	3.39%	3.80%	4.02%
	UNSPECIFIED ESSENTIAL HYPERTENSION	5.24%	4.50%	3.93%
	UNSPECIFIED SEPTICEMIA		2.10%	1.92%
	Total	18.04%	15.80%	15.29%

Care Coordination Metrics **Data Obtained from MLKOPC**		Jul-2015	Aug-2015	Sep-2015
Care Transitions	MLKCH Inpatient Discharges to MLKOPC	83	113	74
	MLKCH ED Discharges to MLKOPC	67	138	140
	Total	150	251	214



Health Services
LOS ANGELES COUNTY

May 4, 2016

**Los Angeles County
Board of Supervisors**

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Michael D. Antonovich
Fifth District

TO: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Mitchell H. Katz, M.D.
Director

**SUBJECT: MLK COMMUNITY HOSPITAL QUARTERLY
DASHBOARD (ITEM 41-A July 7, 2015 AGENDA)**

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
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Christina R. Ghaly, M.D.
Chief Operations Officer

On July 7, 2015, the Board instructed the Department of Health Services (DHS) to work with the leadership of the Martin Luther King, Jr. Community Hospital (MLK CH) to develop and report back to the Board, in writing, on a quarterly basis, a dashboard that assesses the new hospital's patient workload.

The attached dashboard covers the October 2015 through March 2016 period and was developed together by DHS and the MLK CH. It draws from information obtained from both the MLK CH and MLK Outpatient Center (MLK OC). The dashboard continues to guide the collaborative efforts between the hospital and the outpatient center. We look forward to updating the dashboard quarterly and evolving its content over time, so that it is a valuable tool for collaborative planning between MLK CH and MLK OC.

If you have any questions, you may contact me or Dr. Mark Ghaly, Deputy Director of Community Health, at (213) 240-8107.

Attachment

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MLKCH Quarterly Dashboard
Oct 2015 - Mar 2016

ED Metrics		Benchmark	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Operations	ED Visits	NA	3,972	3,813	4,299	4,825	5,249	5,009
Patient Disposition	Discharge to Home	NA	3232 (81%)	3067 (80%)	3372 (78%)	3816 (79%)	4191 (80%)	4024 (80%)
	Admit to Inpatient	NA	346 (9%)	337 (9%)	413 (10%)	481 (10%)	504 (10%)	480 (10%)
	Transfer to Psychiatric Facility	NA	56 (1%)	44 (1%)	53 (1%)	59 (1%)	51 (1%)	71 (1%)
	Transfer to Other Facility	NA	119 (3%)	130 (3%)	173 (4%)	133 (3%)	143 (3%)	129 (3%)
	Transfer to Skilled Nursing Facility	NA	1 (0%)	2 (0%)	2 (0%)	1 (0%)	3 (0%)	1 (0%)

Hospital Metrics		Benchmark*	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Average Length of Stay	All Inpatients	4.9	3.66	3.59	4.42	3.97	3.97	3.59
	ICU	NA	2.93	2.36	3.69	3.57	4.39	3.48
	LDRP	NA	2.25	2.79	2.29	2.37	2.19	2.24
	Medical-Surgical/Telemetry	NA	3.39	3.23	4.16	3.75	3.60	3.32

*Southern CA Regional Benchmark: <http://www.oshpd.ca.gov/Healthcare-Data.html>

Care Coordination Metrics **Data Obtained from MLKOPC**		Benchmark*	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Care Transitions	MLKCH Inpatient Discharges to MLKOPC	NA	96	74	85	136	124	83
	MLKCH Discharges to MLKOPC	NA	131	120	150	215	216	160
	Total	NA	227	194	235	351	340	243



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August 4, 2016

TO: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Mitchell H. Katz, M.D. *Mitchell Katz*
Director

SUBJECT: **MLK COMMUNITY HOSPITAL QUARTERLY
DASHBOARD (ITEM 41-A July 7, 2015 AGENDA)**

On July 7, 2015, the Board instructed the Department of Health Services (DHS) to work with the leadership of the Martin Luther King, Jr. Community Hospital (MLK CH) to develop and report back to the Board, in writing, on a quarterly basis, a dashboard that assesses the new hospital's patient workload.

The attached dashboard covers the April through June 2016 period and was developed together by DHS and the MLK CH. It draws from information obtained from both the MLK CH and MLK Outpatient Center (MLK OC). The dashboard continues to guide the collaborative efforts between the hospital and the outpatient center. We look forward to updating the dashboard quarterly and evolving its content over time, so that it is a valuable tool for collaborative planning between MLK CH and MLK OC.

If you have any questions, you may contact me or Dr. Mark Ghaly, Deputy Director of Community Health, at (213) 240-8107.

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c: Chief Executive Office
County Counsel
Executive Office Board of Supervisors

MLKCH Quarterly Dashboard

April 2016 - Jun 2016

Attachment

Emergency Department (ED) Metrics		Benchmark	Apr-16	May-16	Jun-16
Operations	ED Visits	NA	5,143	5,450	5,498
Patient Disposition	Discharge to Home	NA	4095 (80%)	4297 (79%)	4343 (79%)
	Place in Observation	NA	192 (4%)	206 (4%)	238 (4%)
	Admit to Inpatient	NA	477 (9%)	511 (9%)	483 (9%)
	Transfer to Psychiatric Facility	NA	70 (1%)	79 (1%)	106 (2%)
	Transfer to Other Facility	NA	155 (1%)	176 (3%)	146 (3%)
	Transfer to Skilled Nursing Facility	NA	1 (0%)	3 (0%)	4 (0%)

Hospital Metrics		Benchmark*	Apr-16	May-16	Jun-16
Average Length of Stay	All Inpatients	4.9	4.08	4.03	3.96
	Intensive Care Unit (ICU)	NA	3.10	3.33	3.02
	Labor Delivery Recovery Postpartum (LDRP)	NA	2.19	2.77	1.94
	Medical-Surgical/Telemetry	NA	3.85	3.70	3.89

*Southern CA Regional Benchmark: <http://www.oshpd.ca.gov/Healthcare-Data.html>

Care Coordination Metrics **Data Obtained from MLKOPC**		Benchmark*	Apr-16	May-16	Jun-16
Care Transitions	MLKCH Inpatient Discharges to MLKOPC	NA	122	157	167
	MLKCH Discharges to MLKOPC	NA	91	69	100
	Total	NA	213	226	267



Health Services
LOS ANGELES COUNTY

November 17, 2016

Los Angeles County
Board of Supervisors

Hilda L. Solis
First District

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Second District

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Don Knabe
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Michael D. Antonovich
Fifth District

TO: Supervisor Hilda L. Solis, Chair
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe
Supervisor Michael D. Antonovich

FROM: Mitchell H. Katz, M.D. *Mitchell Katz*
Director

SUBJECT: **MARTIN LUTHER KING, JR. COMMUNITY HOSPITAL
(MLK CH) QUARTERLY DASHBOARD
(ITEM NO. 41-A, JULY 7, 2015 BOARD AGENDA)**

Mitchell H. Katz, M.D.
Director

Hal F. Yee, Jr., M.D., Ph.D.
Chief Medical Officer

Christina R. Ghaly, M.D.
Chief Operations Officer

On July 7, 2015, the Board instructed the Department of Health Services (DHS) to work with the leadership of the MLK CH to develop and report back to the Board, in writing, on a quarterly basis, a dashboard that assesses the new hospital's patient workload.

The attached dashboard covers the July through September 2016 period and was developed together by DHS and the MLK CH. It draws from information obtained from both the MLK CH and MLK Outpatient Center (MLK OC). The dashboard continues to guide the collaborative efforts between the hospital and the outpatient center. We look forward to updating the dashboard quarterly and evolving its content over time, so that it is a valuable tool for collaborative planning between MLK CH and MLK OC.

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MLK CH and MLK OC Quarterly Dashboard
Jul 2016 - Sep 2016

Emergency Department Metrics		Benchmark	Jul	Aug	Sep
Operations	Emergency Department Visits	NA	5,792	6,062	6,017
Disposition	Discharge to Home	NA	4514 (78%)	4817 (79%)	4750 (79%)
	Place in Observation	NA	217 (4%)	266 (4%)	284 (5%)
	Admit to Inpatient	NA	541 (9%)	539 (9%)	558 (10%)
	Transfer to Psychiatric Facility	NA	103 (2%)	71 (1%)	79 (1%)
	Transfer to Other Facility	NA	181 (3%)	175 (3%)	188 (3%)
	Transfer to Skilled Nursing Facility	NA	7 (0%)	5 (0%)	4 (0%)

Hospital Metrics		Target Goal*	Jul	Aug	Sep
Average Length of Stay	All Inpatients	4.9	4.40	4.01	4.19
	Intensive Care Unit (ICU)	NA	3.16	2.55	2.71
	Labor Delivery Recovery Postpartum (LDRP)	NA	2.41	2.46	2.47
	Medical/Surgery-Telemetry	NA	4.22	3.88	3.98

*Southern CA Regional Benchmark: <http://www.oshpd.ca.gov/Healthcare-Data.html>

Care Coordination Metrics **Data Obtained from MLK OC**		Benchmarks*	July	Aug	Sep
Care Transitions	MLK CH Inpatient Discharge to MLK OC	NA	136	97	102
	MLK CH Emergency Room Discharge to MLK OC	NA	117	115	127
	Total	NA	253	212	229